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30 September 1954

MEMORANDUM FOR: Director of Central Intelligence

THROUGH: Deputy Director of Central Intelligence

SUBJECT: Overlapping and Duplication: CIA
Operations and Defense Department
Special Operations

1. An invitation has recently been received through this office to designate CIA representatives to serve on a Defense Department Advisory Panel on Research in Special Operations. Accompanying this invitation (which has been accepted) there was considerable literature on research presently contemplated or in progress in support of special operations by the Army and Air Force. Review of this material prompts me to remind you urgently of what I am sure is not entirely unknown to you, namely, the extensive overlapping between the activities of this Agency and those in progress in the Pentagon in preparation for special operations. It is, of course, fanciful to believe that one organization can be charged with the responsibility for psychological warfare operations in "peacetime" and another charged with preparation for psychological warfare operations in wartime without the most extensive duplication and waste of effort. No doubt this (to me) peculiar assignment of functions is one of those untouchable arrangements that frustrate effective governmental organization in most of the areas in which this agency works. Nevertheless, I bring the point to your attention in the faint hope that something could be done to minimize the effect at least so far as research in support of psychological warfare is concerned.

2. My belief in the inevitability of duplication under present circumstances is based in part on a list of the major fields relating to special operations in which, presumably, the

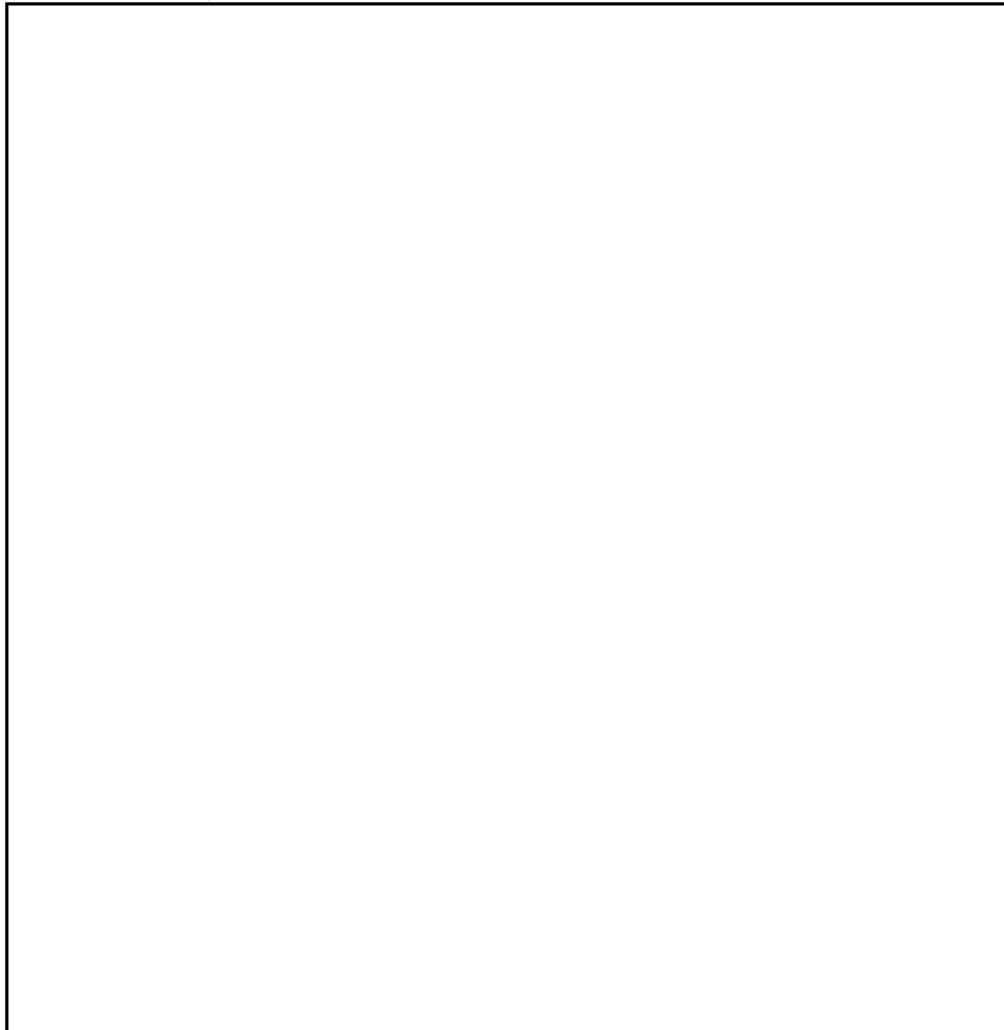
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Department of Defense proposes to sponsor research. The following is a selection of nine of these special fields out of a total of some eighteen:

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I submit that research in any and every one of these fields is appropriate and necessary in support of psychological warfare under cold war conditions. Moreover, there seems to me to be no reason for expecting that a given research project within the major fields covered in the above list should be conducted in one fashion for cold war purposes and in a different fashion for hot war purposes. I conclude that a large part of the research program in progress or contemplated in the Pentagon

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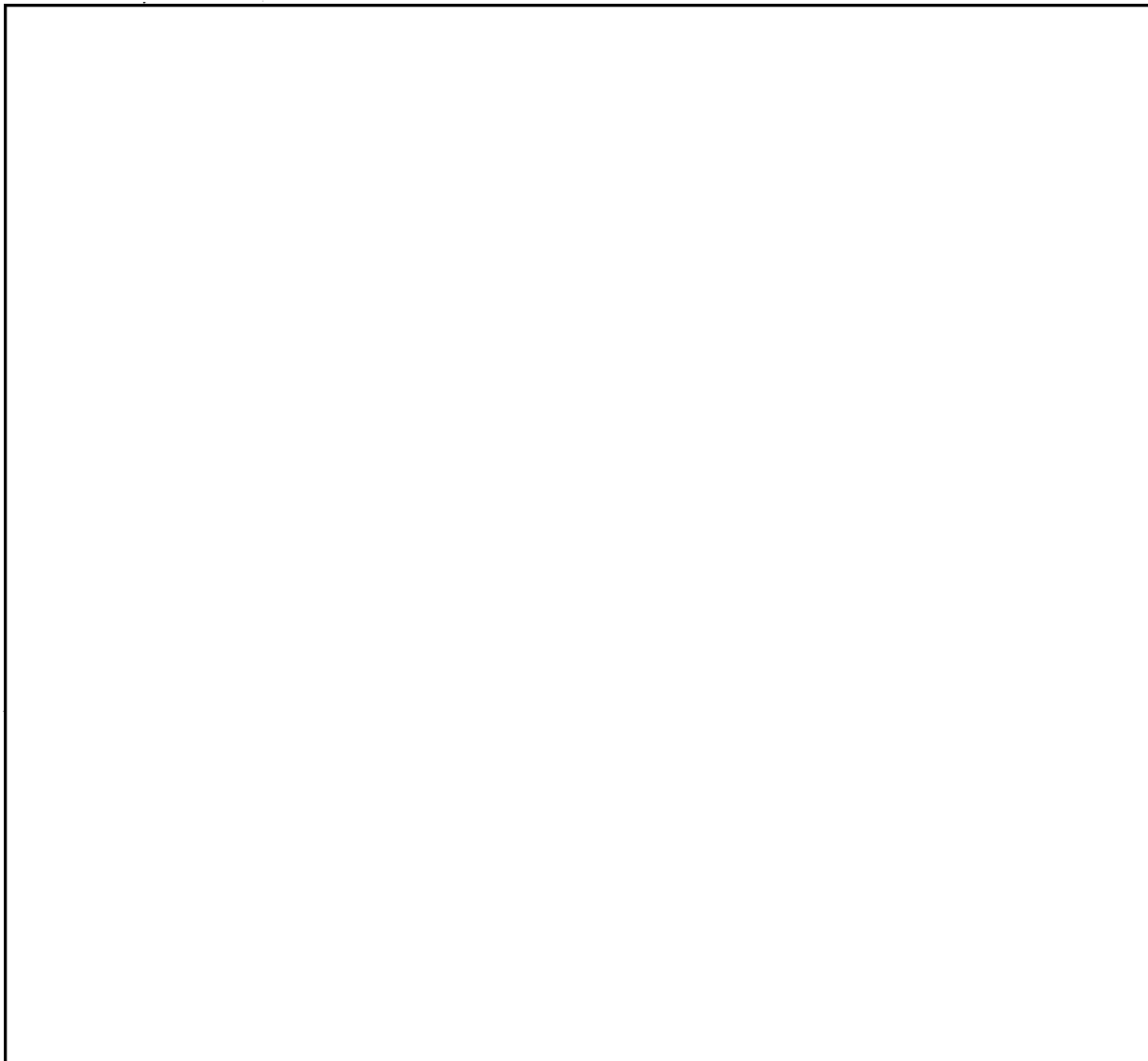
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will be of precisely the same sort that this Agency might undertake and that no rational basis exists for dividing the field between the two agencies on the basis of mission, tactical means to be employed, or capability to originate and administer research programs.

3. In further support of this conclusion I list herewith some of the specific projects in progress or contemplated by the Army and Air Force:

Material Research and Development



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4. I have not tried to familiarize myself in any detail with the status and functions proposed for the CIA in the contingency of major war. I have received the distinct impression, however, that it was agreed in principle that under JCS control the Agency would be responsible for the performance of important intelligence functions and for the conduct of unconventional and psychological warfare in support of military operations. If this is correct, it would seem to me logical to concentrate research and the planning of psychological warfare, except perhaps for that directed specifically at the enemy's military forces, in this Agency. I suppose such an outcome is too much to hope for in the real world, but I wonder if it would not be possible at least to achieve some centralized direction and control of research. There is undoubtedly a strong case for having a good deal of research and development on materiel done or supervised by the military departments as a service of common concern for all agencies likely to use such items. But surely there should be a single government-wide program covering non-materiel research and development in support of psychological and unconventional warfare.

5. If you believe this whole subject is worthy of any attention at this time, I wonder if we could discuss it briefly at one of your regular morning meetings or on some other appropriate occasion.

RICHARD M. BISSELL
Special Assistant to the Director
for Planning and Coordination

PCS:RMB (29 Sept. 54)

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